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POSITION EVALUATION DIVISION

SEMI-ANNUAL REPORT

(1 July 1955 - 1 January 1956)

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POSITION EVALUATION DIVISION

Organization and Functions

Responsible for Agency-wide position evaluation and wage administration, including service to NSC. Maintenance of approved T/O's for the Agency. Development of position standards and qualification requirements. Provision of guidance and assistance to other personnel elements and Agency components on wage administration of consultant, associate and contract personnel, indigenous labor and foreign nationals.

Staff:

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Overt Evaluation Branch

Provides position evaluation and wage administration for overt Agency components (DD/I, DD/S, DCTI) and NSC. Assists components in development of T/O's and approves position classifications thereon for Office of Personnel. Conducts position analysis surveys. Recommends pay rates for consultants, indigenous personnel and Foreign Nationals.

Staff:

Covert Evaluation Branch

Provides position evaluation and wage administration for covert Agency components (DD/P). Assists DD/P in development of T/O's and approves position classifications thereon for Office of Personnel. Conducts position analysis surveys. Recommends pay rates for consultants and other types of personnel.

Standards Branch

Codifies the Agency occupational structure into categories and groups of positions having similar characteristics, with appropriate standard titles and codes. Develops position standards and qualifications requirements. Prepares appropriate Agency publications concerning position titles and codes, salary and wage policy, etc. Conducts occupational surveys as required.

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Staffing Figures are averages of assigned personnel over the 6-month period.

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POSITION EVALUATION DIVISION

SEMI-ANNUAL REPORT

1 July 1955 - 1 January 1956

SECTION 1. Major Accomplishments and Significant Developments.

A. Introduction:

The purpose of the Position Evaluation Program is to achieve and maintain a sound occupational and salary structure for Agency positions. This program must provide for equitable CIA salary alignment with compensation levels within and outside the Federal Government and be responsible to the special job characteristics and employment situations encountered in CIA, including recognition of the Career Staff concept.

The past six months activity with respect to our principal function, the classification of positions, was characterized by departure from our planned system of classification surveys and standards development. The ceiling freeze retroactive to 31 July 1955 caused many operating offices, particularly in the Clandestine Services, to develop reorganization proposals in which we participated. However, our efforts were not entirely productive due to problems resulting from the long and arduous coordination required of the CS T/O's and the constantly changing rules and philosophies with respect to their form, constitution, and use.

However, many of the problems concerning the Agency Staffing Structure appear near resolution, much depending upon the "Revised Manpower Control System" currently being installed in Office of Communications on a trial basis with the Division providing Office of Personnel representation. Also, approval of new policies on Promotion, Assignment, and the Career Designation of T/O positions should aid materially in achieving sounder personnel administration but will require realistic and accurate Tables of Organization and the use of judgment and prudence by all concerned in encumbering T/O positions.

Of some concern, as the period ends, is the increasing and repeated observation of the Inspector General that the compensation levels approved for a wide variety of T/O positions is not appropriate to obtain and retain the caliber of personnel required. This has been a perplexing situation since we keep in touch with wage levels both within and without the Government, and such studies have constantly pointed out the fact that CIA levels are generally substantially higher than other "going" wages. It may also be noted that the Inspector General, to our knowledge, has not yet encountered a case in which he has found the CIA compensation too generous.

B. Distribution of Staff Time by Work Load Categories:

<u>Category</u>	<u>Characteristics</u>	<u>Time Percentage</u>
1. Position Analysis Surveys	Collection, recording, and analysis of duties and qualification requirements for all positions in organizational components or occupational categories. Presentation of classifications determined upon and coordination of results with Office concerned. Preparation of survey reports.	21%
2. Position Standards	Intensive analysis of positions in particular occupational categories. Preparation of summary statements of the essential characteristics of the levels of work, qualifications required, and the lines of progression. Coordination of these products.	3%
3. Individual Position and Personnel Actions	Review of selected individual personnel actions in terms of equity and propriety. Such actions are those in which there are unresolved classification questions requiring desk audits and preparation of descriptions.	17%
4. Table of Organization Review and Distribution	Position analysis review of T/O proposals and preparation of OP recommendations to DD/S. Distribution of approved T/O's and control of T/O records.	19%
5. Special Studies and Staff Services	Preparation and coordination of regulations, handbooks, and guides on wage administration matters. Staff support to D/P on the CIA Supergrade Structure. Comments on applicability to PED Program of legislative and other proposals. Analytical studies on current problems of concern to PED, such as promotion policies, the executive pay plans, pay incentives, Manpower Control Systems, Career Service Designations of Positions, etc. Extension of machine tabulation methods in the presentation of information about the occupational structure of Agency Components and Career Services. Staff assistance to operating offices on position evaluation problems.	16%

(The remaining staff time was divided between formal training within the Agency, leave, and details to other OP Divisions.)

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C. Position Analysis Surveys - 24% Workload Factor.

As will be noted in Annex 1, nearly [] Agency positions, nearly equally divided between the three Directorates, were surveyed. The majority of surveys included formal desk audits; however, in the case of overseas positions in the Far East, we report all documentation provided by [] Personnel Officers, formerly Division Members, as survey since the position descriptions represent the results of on the spot analysis of the positions covered.

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Of special significance are the surveys of the ORR Economic Area -- a project nearing completion which we have planned for many times over the last several years but forced to withdraw each time due to reorganizations -- and that of a group of key positions throughout the Security Office. In the latter case, we have covered comprehensively for the first time the duties and responsibilities of [] Security positions. Another difficult survey completed was that of the reorganized Training Office during which recognition was given to the requirement that many Instructor positions required comprehensive Agency field experience and could not be fully appraised merely on the basis of giving a specific course of instruction.

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As in the past, we found that the most satisfactory and accurate position evaluations established are those approved as a result of organizational surveys. This program, we feel, warrants continued emphasis.

D. Position Standards - 3% Workload Factor.

Position standards completed and published during the period (Annex 2), have provided classification and qualification coverage of a substantial portion of Agency positions in six occupational categories (approximately 700 positions). Standards now in final draft, requiring clearance only of minor details before publication ([] Librarian), will provide coverage of approximately 200 additional positions. Other standards in final draft will, when published, cover over [] additional positions.

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Published standards now apply to positions throughout the Agency, both in Headquarters and the field. Standard position descriptions for Reports Officers, GS-7 through GS-15, and Area Operations Officers, GS-7 through GS-15, now provide coverage of Headquarters operational positions.

During the reporting period revision of the "Interim Qualification Standards" to simplify format, eliminate superfluous material, and increase utility was begun; and qualification standards were developed for Intelligence Operational positions including Intelligence Officer (FI), Operations Officer (PP), Operations Officer (CE), and Paramilitary Officer. These interim standards cover a major segment of DD/P activity.

A complete revision of the Occupational Handbook of Classification Titles and Codes was made, and the Handbook has been transmitted to Regulations Control Staff for printing. A further necessary revision to provide complete definitions of all titles and codes has been initiated.

In view of the amount of staff time required to be spent on special staff studies, as outlined in Annex 4, the production for the reporting period has been encouraging. With the assignment of additional professional personnel to the Standards Branch the production during the next period should increase considerably.

E. Individual Position and Personnel Actions - 17% Workload Factor.

During the period, 609 individual personnel actions were processed, a substantial portion of which involved desk audits and the preparation of position descriptions. Statistics indicate that a significant proportion of the total number of position descriptions produced result from this category of activity. Consequently, despite the emphasis upon surveys, it continued to be a fruitful means of documenting Agency positions. Although not a direct classification responsibility, service designation determinations for positions, particularly in the DD/P Area, were made in connection with individual personnel actions.

F. Table of Organization Review - 19% Workload Factor.

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During the latter quarter, much time was devoted to providing assistance to DD/P Staffs and Area Divisions in connection with their revised Tables of Organization. Problems encountered are covered in the Introduction to this report.

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As in the past, the long existing practice of operating offices looking upon a T/O proposal as the medium for requesting upgrading of positions has continued. This practice sometimes forces the Division to make hasty classification decisions in the interests of getting out a T/O. We, of course, would prefer that T/O proposals be confined principally to establishing appropriate organizational structure and that only positions directly affected by structural changes be considered a subject for regrading. This philosophy we have been attempting to spread, and a compromise frequently used is the slash grading of all positions for which the Office desires grade changes, followed by detailed position evaluation when the new organization is in operation.

G. Special Studies and Staff Services - 16% Workload Factor

Representative studies accomplished by the Division are listed in Annex 4. As in the past, the Division has analyzed systems and practices and resolved problems in the field of Personnel Management that extend beyond the fields of position evaluation and wage administration. Perhaps the most significant project initiated during the period is the study of current position evaluation and compensation plans in other government agencies and private industry. To date, the entire State Department Foreign Service Personnel System has been reviewed and their practices in position classification, rotation and assignment, grade retention, control systems, etc. analyzed. In addition, compensation practices of the Atomic Energy Commission, other government agencies and large private corporations having overseas functions were studied. Information obtained should be extremely useful in the evaluation of the Agency Compensation Program as well as in making changes to our system.

Consultations with representatives of operating offices to assist them in the application of the Agency position evaluation system and in the resolution of current problems continued; and staff support was given to Career Service Boards and the Personnel Assignment Division with respect to questions concerning the evaluation of positions, salary and wage rates, promotion progression patterns, qualification requirements, and related matters. Numerous orientations and briefings on position evaluation functions were given to personnel from operating components of the Agency as well as to members of the Office of Personnel.

H. Training -

During the reporting period a two-week lecture course on Salary and Wage Administration was developed by the Division, consisting of forty hours of detailed instruction in techniques and methods. The lecture course was given to the Personnel Office Trainees as a part of their formal training in the Agency. It included instruction in occupational classification, industrial job evaluation methods and practices, the factor comparison method of position evaluation, job evaluation methods used in Department of State, AEC, Navy Department, CSC position evaluation, fact-finding tools and techniques, review and allocation of descriptions,

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survey methods and techniques, T/O review, classification records and reports, field classification problems, pay plans, position standards, pay administration and salary determination. Emphasis was placed on student participation in the course in order to increase understanding and retention. Twelve members of the Division staff and an ex-member now on the staff of the DD/Pers/PD presented lectures. Favorable comments were made by all trainees, both with respect to the nature of material presented and the conference method of instruction. Expressions of interest in attending a similar course were received from administrative personnel in several operating areas of the Agency.

Several members of the Division were enrolled in Agency sponsored internal and external training courses during this period. The Division was represented in such courses under the administration of the Office of Training as Basic Orientation, Operational Support, Effective Writing, and Clandestine Review. Several members attended lectures in the Area Training Courses and Area Orientation Lectures covering Russia, Germany and Burma. Two individuals took the evening class in Position Classification offered by the Department of Agriculture.

SECTION 2. Objectives and Program Plans - 1 January 1956 to 1 July 1956

- A. Continue our research project concerning the evaluation of various compensation systems used successfully in government and industry; consider adaptations which may be desirable to the CIA System. Develop, if we can creditably do so, a revised Compensation and Position Analysis System, which may fit Agency needs.
- B. If the "Staffing Complement-Development Complement-Flexible T/O" combination is successful in Commo, exert all efforts to apply it to the Component which most needs it, the DD/P.
- C. Simplify the format and extend the usefulness of our paper products -- Position Descriptions, Position Standards, Qualification Requirements. This is most important.

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- D. Continue the position evaluation survey program which is now established and accepted. Attempt to cover most DD/P Area Division Departmental positions and selected areas within DD/P and DD/I. Similarly continue documentation of FE Division field positions with the assistance of ☐ Personnel Officers formerly members of the Division.
 - E. Provide staff assistance in the designation of all positions by Career Service jurisdiction.
 - F. Continue the processing of new Tables of Organization and individual changes as rapidly as possible without jeopardizing sound position structure.
 - G. Evaluate all aspects of our program in terms of results accomplished and make adjustments to meet Agency requirements.

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ANNEX 1 (CONT'D)

<u>Organization</u>	<u>Number of Positions Covered</u>	<u>Reason for Survey</u>
<u>DD/S Area (Cont'd.)</u>		
Office of Logistics Mail and Courier Branch		Classification Review
Medical Staff		Reorganization
Office of Security		To resolve slash-grades
Office of Training		Classification Review
DD/S Total		
<u>DD/I Area</u>		
Office of Central Reference Library Division Special Register Division		25X9A2 Reorganization Reorganization
Office of Scientific Intelligence Guided Missiles Division Medical Division, Estimates and Survey Branch P and E Division, Special Projects Branch		Reorganization Reorganization Classification Review
Office of Research & Reports Economic Research Area		Classification Review (Pending OPR's Action) Classification Review
Basic Intelligence Division		Classification Review Classification Review
Office of Operations FDD (all clerical positions) Contact Division, Index Branch DD/I Total		
Grand Total		

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ANNEX 2Coverage of Position Standards and Standard Job Descriptions

I. Total Standards Published:

Occupational Code	Positions Covered		Total
	Dept'l.	Field	
GS-0230.01	Employee Relations		
GS-0301.35	Courier		
GS-0358.00	Tabulating Mach. Oper.		
GS-0359.03	Tabulating Proj. Planner		
GS-0150.01	Geographer		
GS-0150.02	Geographer (Cartographer)		
GS-0816.00	Cartographic Drafting		
GS-0388.03	Commo. Tech. (Radio)		
GS-0308.03	Commo Tech. (Crypt)		
GS-0136.62	Documentation An/Off		
GS-0560.01	Budget Administration		
GS-0510.11	Finance Officer/Asst		
GS-0132.35	Intelligence Analyst		
GS-0132.48	Foreign Documents Officer		
GS-0132.31	Biographic Analyst/Off		
GS-0132.32	Industrial Analyst/Off		

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II. Standards Published During Period:

Occupational Code

GS-0560.01	Budget Administration
GS-0510.11	Finance Officer/Asst
GS-0132.35	Intelligence Analyst
GS-0132.48	Foreign Documents Officer
GS-0132.31	Biographic Analyst/Off
GS-0132.32	Industrial Analyst/Off

III. Standards in Final Draft:

Occupational Code

GS-0132.23	Dissemination Officer
GS-1110.01	Librarian
GS-0306.01	Records Management Off
GS-0301.03	Admin Officer (HQ)
GS-0301.03	Admin Officer (Field)
General Clerical Standard	

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ANNEX 2 (CONTINUED)

IV. Standard Job Descriptions Completed:

<u>Occupational Code</u>	<u>Dept'l.</u>	<u>Positions Covered</u>	
		<u>Field</u>	<u>Total</u>
GS-0132.44 Reports Officer			
GS-0136.01 Area Operations Officer			

V. Standard Job Descriptions in Process

<u>Occupational Code</u>	
GS-0318.01	Secretary (Steno)
GS-0318.02	Secretary (Typing)
GS-0318.03	Secretary
GS-0301.26	Clerk
GS-0312.01	Clerk-Steno
GS-0322.01	Clerk-Typist
GS-0301.27	Intelligence Clerk
GS-0301.28	Intelligence Assistant
GS-0301.29	Intelligence Clerk(Steno)

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ANNEX 3MAJOR T/O's PROCESSED DURING THE PERIOD

<u>Organization</u>	<u>Number of Positions</u>	<u>Purpose</u>
<u>DCI</u> Project Annex-Aquatone		Reorganization
<u>DD/P Area</u> PPCS		Reorganization
FI Staff, Division D		Reorganization
TSS - Field		Reorganization
25X1A2D1 []		Reorganization
DD/P Total	(sted)	
<u>DD/S Area</u> Office of Communications Supplemental Programs Div.		25X9A2 Establishment of Division
[]		Reorganization
<u>Office of Training</u> []		Classification Review
Plans & Policy Staff		Classification Review
Support Staff		Classification Review
Support Staff, []		Classification Review
Office of Personnel		Classification Review
Reorganization of 4 Staffs and Divisions		Reorganization
<u>Office of Security</u> Personnel Security Division		Classification Review
Management Staff		Reorganization
Records Management Division		Reorganization
Medical Staff		Reorganization
Audit Staff		Reorganization
Foreign Field		Reorganization
<u>Logistics</u> Transportation Division, Highway Branch		Reorganization
DD/S Total		
<u>DD/I Area</u> Office of Central Reference		Reorganization
Library Division		Reorganization
Special Register Division		Classification Review
Liaison Division		Reorganization
Office of Current Intelligence		Classification Review
Office of Operations		Reorganization
Contact Division, Index Branch		Classification Review
Office of Research and Reports		Reorganization
Photo Intelligence Division		Reorganization
Office of Basic Intelligence		Reorganization
DD/I Total		
Grand Total		

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ANNEX 1

Listing of Representative Studies and Reports

1. Study of classification and compensation systems adaptable to the CIA Personnel Program.

This study stemmed from the objective to keep abreast of the times concerning outside developments in the field of classification and salary administration particularly since the consensus of opinion of the Career Council is that CIA should develop and use a compensation system keyed to the Career Service Program even though we depart from normal Federal practices. The project began with a review of position evaluation and compensation plans and practices in selected governmental Agencies somewhat comparable to CIA; and research organizations and industries, particularly those which have fairly extensive overseas operations.

This project was approved by the Director of Personnel in July and thus far is about 30% complete. Extensive data has been obtained from: the White House Task Force which studies compensation and pay along with overall overseas personnel problems; the Personnel Advisor to the President; various Senate and House Committees which investigated aspects of the pay problem; inter-departmental committees; and the Civil Service Commission. Agencies whose compensation and personnel programs were studied included: AEC, ICA, Department of State, USIA and TVA. On the industrial side, discussions were held with representatives from the Society for Advancement of Management and the American Management Association. Descriptive material was obtained on 16 large industrial firms which have extensive overseas operations. Future action on this project contemplates field trips to TVA and approximately 3 or 4 industrial firms to gain first-hand knowledge on the detailed methods and procedures. Upon conclusion of this, the data collected will be synthesized, and recommendations made concerning the appropriateness of the present system or the need for its modification or replacement.

2. Participation in Task Force Study to develop a revised Manpower Control System.

The proposal developed by Management and Personnel recommended the use of the Staffing Complement (work-burden) concept for the present T/O and the establishment of a non-work-burden category designated Development Complement to accommodate "non-productive" personnel, and as recruits, trainees, casuals, etc. The Career Council decided that the proposed system should be tested in an Agency component to determine its feasibility in terms of cost, time, paperwork, etc. PED is the action office within the Office of Personnel which, in conjunction with the Management Staff, is conducting the trial run in Office of Communications.

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ANNEX 4 (CONT'D)

3. Project to revise Promotion and Assignment Policy.

The Division participated in developing revised policies to implement a more effective and equitable promotion and assignment program.

Drafts of revised regulations [] Promotion and [] Assignment, together with a Notice outlining procedures to assign career designations to T/O positions were developed in part by the Division.

4.

[]

5.

[]

6. Study on the salary administration policy implications of approval of educational allowances for foreign nationals through incorporating them in an augmented pay schedule for foreign nationals []

7. Preparation of Staff Study on Pay Determination Policy and Procedures for Consultants, Experts, and WAE's.

8. Staff Study on Supergrade Position Evaluation.

At the request of the DD/S, a proposal and implementing procedures were developed to provide for objective ranking of all key Agency positions in order that the CIA Supergrade structure could be evaluated and necessary adjustments made. Following acceptance of the plan by the Supergrade Review Board, the Division prepared brief descriptions and evaluation data on each position considered to warrant supergrade nomination and ranked the positions for each Directorate in order of overall difficulty and responsibility of duties performed. This information was provided to the three Deputy Directors for their use in preparing their nominations and rankings of the positions.

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